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DD/ST# 3517-69

OEL-493-69

4 SEP 1969

MEMORANDUM FOR: Deputy Director for Science and Technology
SUBJECT: Follow-up to the Report of the Inspector General's Survey of the Office of ELINT
REFERENCE: Responses to Recommendations of the Inspector General's Survey of the Office of ELINT, Numbers 13a, b and c

1. The reference requires that this office present:
 - a. A recommendation to you on the general subject of a directed assignment policy.
 - b. The use of the Office Career Service Panel (CSP) to administer such a policy.
 - c. The preparation of a written explanation regarding the policy for all employees.

Paragraph four (4) contains our recommendations.

2. Directed assignment policies, in one form or another, exist within most of the DD/S components and all of the DD/P Area Divisions. They vary only in the manner in which they are administered, and recently have tended to moderate to the extent that failure to accept an assignment does not mean automatic dismissal. In our discussion with [redacted] Special Activities Staff, Office of Personnel, he suggested that individual component directed assignment policies are unnecessary for under the provision of [redacted] the Director of Personnel will support termination action against any employee for failing to accept an assignment without sufficient cause. It is also noteworthy that all personnel who are participants in the Agency Retirement System execute a written obligation to serve where and when required.

3. Internal office discussions regarding our assignment problems included Division Chiefs and a number of senior and

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junior personnel from the various employee categories, such as SIGINT officers, SIGINT analysts, engineers, etc. Generally, the more senior personnel recognized the difficulty of filling many of the overseas billets; but they expressed concern about a directed assignment policy unless it was carefully implemented and understood. The junior personnel appeared to have less visibility regarding the assignment problem, and they expressed considerable concern over implementation of a directed assignment procedure. In both categories, however, we sensed that if the advantages of such a policy were made abundantly clear, there would be less reluctance to accept its provisions. I have attached a draft of my proposed written explanation of the new assignment policy, a copy of which would be provided to each employee (Attachment 2). Further, I have instructed

[redacted] to schedule additional briefing sessions over and above those he has already given, regarding the CSP mechanism, to also cover the new directed assignment policy. These two actions are contingent upon your approval of the paragraph four (4) recommendations.

4. On the basis of the above, the following actions are recommended:

a. All new employees entering on duty and all reserve category personnel who are approved for conversion to staff status, with the exception of female clericals, will be asked to sign a Service Agreement (Attachment 3). OEL presently has [redacted]

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[redacted] reserve category personnel, [redacted] of whom will have completed our three year service requirement

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for staff conversion within the next twelve months. We believe most of these personnel are likely to

sign the form without reservation as a condition for conversion. An additional [redacted] personnel recently completed Headquarters Reassignment Questionnaires and stated their willingness to serve where and when required. We will request these personnel to sign the Agreement and expect that a majority will favorably respond. All other personnel will be offered the opportunity to sign the Agreement after they read and fully understand the conditions.

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b. The Office CSP will be responsible for the centrally administered assignment actions subject to my continuing examination of their procedures and practices. In every instance I will personally discuss with the employee concerned any grievance where he feels that the Panel has not acted fairly in his behalf.

GEORGE C. MILLER
Director of **ELINT**
DD/S&T

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Attachments:

1. Reference, as stated
2. Directed Assignment Policy
3. Service Agreement

Approved:

8 SEP 1969

DD/S&T

Date

Distribution:

Orig - Addressee (ret'd to D/OEL)

- 1 - DD/S&T
- 2 - DD/S&T Reg
- 1 - COS/OEL
- 2 - D/OEL
- 2 - OEL Reg

OEL:Miller

(2 Sept 69)

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Attachment 1

Recommendation No. 13a

That the Director of ELINT:

- a. Establish a policy of assignment by direction within the Office of ELINT and among the operating installations for which the Office of ELINT has staffing responsibility.

Comment

Concur with reservation.

I agree that a directed assignment policy appears desirable, and the D/OEL supports this position. My reservation stems from the fact that in developing a directed assignment policy considerable time will have to be spent in assessment of the human factor. As noted in the Report of Survey (Page 92), the OEL population is elderly and, hence, many have roots which are closely tied to the Washington environment and have family problems common to personnel of their age bracket. The D/OEL has requested that the Chief of Staff study and present to him a proposed directed assignment policy. This is to be done after consultation and discussion with OEL division chiefs, senior staff officers and long-term career employees. Likewise, other Agency policies.

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will be considered. I have asked the D/OEL to forward a recommendation to me by 1 September 1969.

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Attachment 2

MEMORANDUM FOR: Chief of Staff
Chief, Air Systems Division
Chief, Analysis Division
Chief, Ground Systems Division
Chief, Special Systems Division
Office of ELINT

SUBJECT: Policy of Directed Assignment for Manning
of OEL Activities Worldwide

1. The purpose of this memorandum is to inform all office personnel of our policy for manning personnel positions located at the Headquarters, other CONUS facilities and overseas. This policy has been developed after careful consideration of our manpower requirements now and for the foreseeable future; discussions internally with both senior and junior level personnel of this office; examination of practices followed by other Agency components and finally after careful review of the pertinent Agency regulations.

2. Most of you may be aware that the level of responsibility assigned to this office has been on a steady increase for the past five years. While many Agency activities and components resource elements began to level off or slightly decline, OEL continued to expand its Table of Organization (T/O), personnel grade ceiling and funding levels in all categories (R&D, equipment, etc.).

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These increases reflect confidence in our ability to perform our present operational functions and to assume responsibility for many new and more complex national priority projects [redacted]

[redacted] Along with the expansion of the T/O has come a parallel increase in opportunity for advancement for OEL personnel. Some leveling off on the expansion curve must be anticipated; but in general, continued growth and new opportunities will exist as long as the office meets and exceeds its assigned objectives.

3. We believe that OEL can continue to exceed the expectations of higher management. A serious challenge to our performance, however, is the ability to effectively man the various CONUS and overseas activities from a limited and relatively inflexible manpower base. In attacking this problem, the Office Career Service Panel makes a determined effort to weigh the position manning requirement, individual qualifications, hardships and personal preference. All of its decisions are regularly and carefully reviewed, but with the limited number of qualified personnel available filling some vacancies on occasion is difficult and may result in personal hardship.

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4. As a result of our study and because of the pressing assignment needs, the following policies are now in effect. (A directed assignment policy was recently recommended by the Inspector General.)

a. Personnel (other than female clerical) who enter on duty with this office and those reserve category personnel who convert to Staff status will be required to sign a Service Agreement (attached) unless there are overriding personal considerations that preclude such signature. Again, the clear understanding is that personal preference and hardships will always be considered in making assignments under this policy.

b. Personnel who recently completed the Headquarters Reassignment Questionnaire and stated their willingness to serve where and when required will be provided a copy of the attached agreement for their signature and return. In the event that any of these personnel feel that they cannot sign this statement, they should contact the Division Chief concerned for a discussion of the matter.

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c. All other personnel who wish to sign the Service Agreement may obtain a copy from the OEL Personnel Officer. Your signature will be a manifestation of your recognition of the office manning problem and of your willingness to help us shoulder this responsibility. If you cannot sign the Agreement, you may wish to contact me or the concerned Division Chief for further discussion.

5. I am eager for all of you to have every opportunity for career advancement. Advancement in this sense means not only promotion opportunity but also the assignment to various positions which you find most challenging. I am convinced and resolved that such opportunities for advancement will be available first to those personnel who are willing to make personal sacrifice when required to help resolve office problems.

6. If you have any questions on the above, please contact the Chief of Staff or if you prefer, I am available to discuss your individual areas of concern.

GEORGE C. MILLER
Director of ELINT
DD/S&T

Attachment:
Sample Service Agreement

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Attachment 3

Date _____

MEMORANDUM FOR THE RECORD

SUBJECT: Declaration of Intent

1. I hereby declare my intent to serve anywhere and at anytime according to the needs of the Agency.
2. In making this declaration, it is understood that the Agency will consider my particular capabilities, interests, and personal circumstances.

Signature _____